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AAA EFFICIENCY RATING ELEMENTS CHART

Elements to be used by those who rate or review the efficiency of employees in the Departmental and Field services.



Recommendations
of the Efficiency Rating Committee
Agricultural Adjustment Agency
January 1945.

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INTRODUCTION

Each year hundreds of Triple-A employees are given the regular efficiency rating as required by the law. This rating is more than putting down check, plus, or minus signs on the rating form. It is a careful estimate of the performance of the employee over a specified period of time--a considered judgment, based on objective study and observation.

Few, if any, misunderstandings between rater and employee occur where both have a common agreement regarding the requirements of the job, the standards of performance expected and the elements to be used in rating that performance.

In addition to the instructions in the Efficiency Rating Manual, this elements chart has been prepared in advance of the actual rating period to inform each rater of the elements to be used in rating the various positions.

Past experience has demonstrated that there is no royal road to good efficiency rating. This elements chart used in accordance with instructions will save time, promote uniformity in rating standards, and insure fairness in the rating program of the Agricultural Adjustment Agency.

John T. Whalen
Chairman, Efficiency Rating Committee
Agricultural Adjustment Agency

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INSTRUCTIONS

- 1 - Decide on the set of elements you should use in rating the individual. Place the code number for the position occupied by the employee to be rated in the upper right-hand corner of the rating form. The code numbers are listed in this chart beginning on page four.

It is not practical to list all positions in the Triple-A. If the position you are rating is not on the chart, mark "special" in the right-hand corner of the rating form. Every effort should be made to use the elements listed on this chart.

- 2 - Any deletions or additions to the particular set of chart elements should be made by crossing out or by underlining, using red ink. Explanation of any deviations or deletions must be made on the back of the rating form.

- 3 - Circle in black ink on form 51 the numbers of all elements to be rated.

- 4 - Underline in black ink all especially important elements.

- 5 - After indicating the plusses, checks, and minuses, add them up and place the score in the space immediately below the list of elements ending with No. 20.

Here is a sample recording of total scores: +5 $\sqrt{2}$ | +6 $\sqrt{3}$.

The vertical line which you will draw separates the scores made on the underlined elements from the scores of the non-underlined elements. This summary helps you check the accuracy of your figures and is a timesaver for those who review your work.

- 6 - Proceed with the rating as outlined in the Efficiency Rating Manual.

REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ()
OFFICIAL:
REGULAR (X) SPECIAL ()
PROBATIONAL or TRIAL PERIOD ()

As of 3-31-45 based on performance during period from 4-1-44 to 3-31-45

Brown, Jane R. Clerk - Stenographer Cal. 4
(Name of employee) (Title of position, service, and grade)
a. a. a. Division Personnel Mgmt. Training Section.
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE ✓ if adequate - if weak + if outstanding	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input type="checkbox"/> All others <input checked="" type="checkbox"/>
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- | | |
|---|--|
| <input checked="" type="checkbox"/> (1) Maintenance of equipment, tools, instruments.
<input type="checkbox"/> (2) Mechanical skill.
<input checked="" type="checkbox"/> (3) Skill in the application of techniques and procedures.
<input checked="" type="checkbox"/> (4) Presentability of work (appropriateness of arrangement and appearance of work).
<input type="checkbox"/> (5) Attention to broad phases of assignments.
<input type="checkbox"/> (6) Attention to pertinent detail.
<input type="checkbox"/> (7) Accuracy of operations.
<input type="checkbox"/> (8) Accuracy of final results.
<input type="checkbox"/> (9) Accuracy of judgments or decisions.
<input type="checkbox"/> (10) Effectiveness in presenting ideas or facts.
<input checked="" type="checkbox"/> (11) <u>Industry.</u>
<input checked="" type="checkbox"/> (12) <u>Rate of progress on or completion of assignments.</u>
<input type="checkbox"/> (13) Amount of acceptable work produced. (Is mark based on production records? (Yes or no))
<input type="checkbox"/> (14) Ability to organize his work.
<input type="checkbox"/> (15) Effectiveness in meeting and dealing with others.
<input type="checkbox"/> (16) <u>Cooperativeness.</u>
<input type="checkbox"/> (17) Initiative.
<input type="checkbox"/> (18) Resourcefulness.
<input checked="" type="checkbox"/> (19) <u>Dependability.</u>
<input type="checkbox"/> (20) Physical fitness for the work. | <input type="checkbox"/> (21) Effectiveness in planning broad programs.
<input type="checkbox"/> (22) Effectiveness in adapting the work program to broader or related programs.
<input type="checkbox"/> (23) Effectiveness in devising procedures.
<input type="checkbox"/> (24) Effectiveness in laying out work and establishing standards of performance for subordinates.
<input type="checkbox"/> (25) Effectiveness in directing, reviewing, and checking the work of subordinates.
<input type="checkbox"/> (26) Effectiveness in instructing, training, and developing subordinates in the work.
<input type="checkbox"/> (27) Effectiveness in promoting high working morale.
<input type="checkbox"/> (28) Effectiveness in determining space, personnel, and equipment needs.
<input type="checkbox"/> (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.
<input type="checkbox"/> (30) Ability to make decisions.
<input type="checkbox"/> (31) Effectiveness in delegating clearly defined authority to act. |
|---|--|

STATE ANY OTHER ELEMENTS CONSIDERED

- (A) _____
(B) _____
(C) _____

+1 ✓4 / +2 ✓2	STANDARD Deviations must be explained on reverse side of this form	Adjective rating
Plus marks on all underlined elements, and no minus marks	Excellent	Rating official <u>G</u>
Plus marks on at least half of the underlined elements, and no minus marks	Very good	Reviewing official <u>G</u>
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks	Good	
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks	Fair	
Minus marks on at least half of the underlined elements	Unsatisfactory	

Rated by John Smith Chief, Training Sect. 3-25-45
(Signature of rating official) (Title) (Date)
Reviewed by Terry Jones Chief, Pers. Mgmt. 3-26-45
(Signature of reviewing official) (Title) (Date)
Rating approved by efficiency rating committee _____ Report to employee _____
(Date) (Adjective rating)

CODE NUMBERS, POSITIONS AND RATING ELEMENTS

Code Number	Position	All Elements to be Rated and the Especially Important Elements to be Underlined
1	Admin. Asst. (Administrative) (Non-supervisory)	<u>3</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, 15, <u>16</u> , <u>17</u> , 18, <u>19</u> , <u>23</u>
2	Admin. Asst. (Program) (Non-supervisory)	<u>3</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, 15, <u>16</u> , 17, <u>19</u> , <u>23</u>
3	Admin. Officer (Administrative) (Non-supervisory)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>21</u> , 22, <u>23</u> , <u>30</u>
4	Admin. Officer (Program) (Non-supervisory)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>21</u> , 22, <u>23</u> , <u>30</u>
5	Agric. Prog. Aid (Clerk)	<u>3</u> , <u>6</u> , <u>7</u> , 11, 12, <u>16</u> , <u>19</u>
6	Agric. Prog. Asst.	<u>3</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , 10, 11, 12, 14, <u>15</u> , <u>16</u> , <u>17</u> , 18, <u>19</u> , <u>23</u>
7	Agric. Prog. Officer	<u>5</u> , <u>9</u> , 10, 11, 12, <u>14</u> , <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>21</u> , 22, 23, <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 29, <u>30</u> , <u>31</u>
8	Agriculturist	<u>5</u> , <u>8</u> , <u>9</u> , 10, 11, 12, <u>14</u> , <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>21</u> , 22, 23, <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 29, <u>30</u> , <u>31</u>
9	Bookkeeping Machine Operator	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , 11, 12, <u>16</u> , <u>19</u>
10	Calculating Machine Operator	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , 11, <u>13</u> , <u>16</u> , <u>19</u>
11	Calculating Machine Operator (working supervisor)	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , 11, <u>12</u> , 15, <u>16</u> , <u>19</u> , 24, <u>25</u> , <u>26</u> , 27

Code Number	Position	All Elements to be Rated and the Especially Important Elements to be Underlined
12	Cartographic Engineer	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
13	Charman, Charwoman, Janitor, Laborer	<u>1</u> , <u>6</u> , <u>11</u> , <u>16</u> , <u>19</u> , <u>20</u>
14	Claims Examiner	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
15	Clerk (Audit)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>13</u> , <u>16</u> , <u>19</u>
16	Clerk (Payroll, Leave, Travel, Retirement)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>18</u> , <u>19</u>
17	Clerk (Correspondence)	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u>
18	Clerk (Examining Unit)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>13</u> , <u>16</u> , <u>19</u>
19	Clerk (Examining Unit working supervisor)	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
20	Clerk (Files)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
21	Clerk (Files Supervisor)	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
22	Clerk (General)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>13</u> , <u>16</u> , <u>17</u> , <u>19</u>
23	Clerk (Personnel)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>19</u>
24	Clerk (Property and Supply)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>19</u>
25	Clerk (Property and Supply) (Supervisor)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
26	Clerk (Statistical)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>

Code Number	Position	All Elements to be Rated and the Especially Important Elements to be Underlined
27	Clerk (General) (Supervisor)	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
28	Clerk-Stenographer (General)	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
29	Clerk-Stenographer (Supervisor)	<u>3</u> , <u>6</u> , <u>8</u> , <u>11</u> , <u>13</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
30	Clerk-Typist (General)	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>13</u> , <u>16</u> , <u>19</u>
31	County Association Auditor	<u>3</u> , <u>4</u> , <u>5</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>19</u>
32	Directors and Assistant Directors, and Chiefs and Assistant Chiefs of Divisions	<u>9</u> , <u>10</u> , <u>11</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>24</u> , <u>25</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
33	Economist, Agricultural (Individual Worker)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>22</u> , <u>23</u>
34	Economist, Agricultural (Supervisor)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
35	Engineering Aid (Photo.)	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>16</u> , <u>18</u> , <u>19</u>
36	Executive Assistant and Deputy Executive Assistant	<u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>28</u> , <u>29</u> , <u>30</u> , <u>31</u>
37	Farmer Fieldman Farmer Fieldwoman	<u>3</u> , <u>5</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>22</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>28</u> , <u>29</u> , <u>30</u>
38	Fiscal Accountant	<u>3</u> , <u>4</u> , <u>5</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>9</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u>
39	Fiscal Accounting Clerk	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
40	Guard	<u>7</u> , <u>9</u> , <u>15</u> , <u>16</u> , <u>19</u> , <u>20</u>

Code Number	Position	All Elements to be Rated and the Especially Important Elements to be Underlined
41	Information Specialist	<u>3</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>22</u> , <u>30</u>
42	Information Specialist (Visual)	<u>3</u> , <u>4</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>13</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
43	Investigator	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u>
44	Marketing Aid (Grain Testing Laboratory)	<u>1</u> , <u>3</u> , <u>4</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
45	Marketing Specialist	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>22</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>30</u> , <u>31</u>
46	Messenger	<u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>19</u>
47	(Addressograph) Operator (Mimeograph) (Miscellaneous)	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>13</u> , <u>16</u> , <u>19</u>
48	Photographer Aid	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>13</u> , <u>16</u> , <u>17</u> , <u>19</u>
49	Photographer	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>9</u> , <u>11</u> , <u>12</u> , <u>13</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u>
50	Photographer (Supervisor)	<u>3</u> , <u>4</u> , <u>6</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u>
51	Secretary	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u>
52	Section Chief and Assistant Chief, Administrative (Field)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>28</u> , <u>29</u> , <u>30</u> , <u>31</u>
53	Section Chief and Assistant Chief, Administrative and Fiscal (Field)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>28</u> , <u>29</u> , <u>30</u> , <u>31</u>

Code Number	Position	All Elements to be Rated and the Especially Important Elements to be Underlined
54	Section Chief and Assistant Chief, Administrative and Fiscal or Administrative Operations (Departmental)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>28</u> , <u>29</u> , <u>30</u> , <u>31</u>
55	Section Chief and Assistant Chief, Fiscal (Field)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
56	Section Chief and Assistant Chief, Audit (Field)	<u>3</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
57	Section Chief and Assistant Chief, Audit and Statistical	<u>3</u> , <u>5</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>22</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
58	Section Chief and Assistant Chief, Statistical	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
59	Section Chief and Assistant Chief, Program (Departmental and Field)	<u>5</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
60	State Agricultural Conservation Committee, Member (Full Time)	<u>5</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>24</u> , <u>25</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
61	State Agricultural Conservation Committee, Member (W.A.E.)	<u>5</u> , <u>9</u> , <u>10</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>21</u> , <u>22</u> , <u>25</u> , <u>27</u> , <u>29</u> , <u>30</u> , <u>31</u>
62	Statistician	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>8</u> , <u>10</u> , <u>11</u> , <u>12</u> , <u>14</u> , <u>16</u> , <u>17</u> , <u>18</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u>
63	Stenographer (General)	<u>1</u> , <u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>13</u> , <u>16</u> , <u>19</u>
64	Stenographic Reporter	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>12</u> , <u>16</u> , <u>19</u>
65	Storekeeper	<u>4</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
66	Telephone Operator	<u>3</u> , <u>6</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>16</u> , <u>18</u> , <u>19</u>

Code Number	Position	All Elements to be Rated and the Especially Important Elements to be Underlined
67	Trainee	3, <u>6</u> , <u>7</u> , 9, 11, 12, <u>15</u> , <u>16</u> , <u>19</u>
68	Typist	1, <u>4</u> , 6, 7, <u>11</u> , 12, <u>13</u> , <u>16</u> , <u>19</u>
69	Unit Head, Administrative	<u>3</u> , <u>5</u> , 6, 8, 9, 10, 11, 12, <u>14</u> , <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , <u>28</u> , 29, <u>30</u> , 31
70	Unit Head, Claims	<u>3</u> , 6, <u>8</u> , <u>9</u> , 10, 11, 12, <u>14</u> , <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 30
71	Unit Head, Computing	<u>3</u> , 6, <u>8</u> , <u>9</u> , 10, 11, <u>12</u> , <u>14</u> , 15, <u>16</u> , 17, 18, <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 30
72	Unit Head, Examining	<u>3</u> , 6, <u>8</u> , <u>9</u> , 10, 11, <u>12</u> , <u>14</u> , 15, <u>16</u> , 17, 18, <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 30
73	Unit Head, Fiscal	<u>3</u> , 6, <u>8</u> , <u>9</u> , 10, 11, 12, <u>14</u> , 15, <u>16</u> , 17, 18, <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 29, 30
74	Unit Head, Program	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, <u>15</u> , <u>16</u> , 17, 18, <u>19</u> , <u>23</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 30, 31
75	Unit Head, Scheduling	<u>3</u> , <u>4</u> , 6, <u>8</u> , <u>9</u> , 11, <u>12</u> , 14, <u>16</u> , 17, 18, <u>19</u> , 24, <u>25</u> , 26, <u>27</u> , 30
76	Unit Head, Statistical	<u>3</u> , <u>6</u> , <u>8</u> , <u>9</u> , 10, 11, 12, <u>14</u> , 15, <u>16</u> , 17, 18, <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>27</u> , 30

BASIC PRINCIPLE: IF IT ISN'T REQUIRED IN THE POSITION, IT SHOULD NOT BE USED.

Efficiency Rating Element	Type of function or activity to which the element applies.	Type of matters to be considered in rating work performance if the element is used.
1. Maintenance of equipment, tools, instruments.	Handling or using appliances, machinery, tools, as in tool-keeper, truckdriver, machine operator positions.	Keeping in good working order, cleaning, oiling, making minor adjustments. Using proper care in handling or storing. Notifying when repairs are necessary. Preventing breakage or loss.
2. Mechanical skill.	Making or repairing in a mechanical trade as in plumber, carpenter, automobile mechanic, electrician positions.	Knowing how to handle tools of the trade. Knowing the "tricks of the trade." Knowing what needs to be done and having the necessary skill to do it.
3. Skill in the application of techniques and procedures.	Having individual responsibility for following prescribed and established methods, as in statistical clerk, laboratory technician, and bookkeeping positions--does not involve creation of methods. (Not applicable to trainee types of positions where employee is in process of learning the methods.)	Doing things in proper order. Following directions. Knowing which method to use in different cases. Understanding the methods.
4. Presentability of work (appropriateness of arrangement and appearance of work).	Having responsibility for preparing visible work products where employee has at least initial control of arrangement or appearance, as in positions involving the making of statistical tables, reports, forms, maps, and designs, or the typing of correspondence.	Neatness, orderliness of work product. Logical arrangement related to its use. Legibility. Balanced appearance.
5. Attention to broad phases of assignments.	Having responsibility for considering matters beyond the scope of the particular work assignments, as in positions involving determination of content of important letters.	Understanding objectives, interrelationships, and effect on other activities and the whole program and avoiding or working out inconsistencies or conflicts.

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Efficiency Rating Element	Type of function or activity to which the element applies	Type of matters to be considered in rating work performance if the element is used.
	carrying on investigations, designing forms, recommending or determining courses of action.	Restricting or expanding particular assignments to desired scope and application. Maintaining perspective and coordinating work with the whole program.
6. Attention to pertinent detail.	Doing work involving many details or points to be remembered and having responsibility for taking care of them.	Noticing and taking care of details, small matters, fine points. Looking out for and catching errors, avoiding waste. Taking safety precautions.
7. Accuracy of operations.	Having responsibility for accuracy in work operations where the employee does not produce and is not responsible for the whole work product.	Precision or exactness of work. Spoilage, damage, or loss due to inaccuracy.
8. Accuracy of final results.	Having responsibility for accuracy of a whole work product which employee has produced and for which he is, at least initially, responsible.	Exactness with which the work product meets the purpose for which intended. Freedom from inconsistency. Usefulness of product.
9. Accuracy of judgments or decisions.	Having responsibility for correctness of courses of actions determined or interpretations made where freedom of choice or discretion is involved.	Fitness of action taken. Soundness of suggestions, recommendations, interpretations, decisions. Foresight--anticipating changes in conditions or possible events. Logical reasoning and analysis. Recognizing factors involved and giving proper weight to them. Extent to which judgments are adjusted, reversed, or reviewed.
10. Effectiveness in presenting ideas or facts.	Expressing ideas or facts in official writing such as memoranda, letters, reports, briefs, and manuscripts, or	Creating and keeping interest. Fitting language to different objectives and circumstances.

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Efficiency Rating Element	Type of function or activity to which the element applies	Type of matters to be considered in rating work performance if the element is used.
	orally through discussions or speeches.	Choice and use of words. Exclusion of irrelevant matter. Development of subject to its conclusion. Emphasis. Mannerisms.
11. Industry.	Applying time, interest and energy to duties and responsibilities, particularly in positions where employee is not under such close supervision that it is the responsibility of the supervisor to see that the employee is fully occupied.	Concentrating on work. Getting down to work and working steadily. Spending time but not working. Visiting and gossiping with others, wasting own and their time. Taking care of personal business or occupying himself with matters not part of duties.
12. Rate of progress on or completion of assignments.	Working according to set schedules, time limits, deadlines, or reasonable time allotments for completion of tasks.	Meeting schedules. time limits or deadlines--keeping current. Showing progress--getting along. Working speed. Keeping job moving.
13. Amount of acceptable work produced.	Working on a production basis under a continuing workload where production records are or could be kept.	Number of usable units produced within some unit of working time (per hour, per day) as well as over a longer period of working time (during a week, month). Differences in difficulty of tasks. Working conditions. High and low peaks in production.
14. Ability to organize his work.	Having responsibility for many activities with discretion in planning details of work. (Does not apply to any position under close supervision.)	Putting first things first--orderliness. Giving proper proportion of attention to each matter to obtain the desired results. Coordinating work activity with that of others. Adjusting activities to circumstances and to facilities.

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Efficiency Rating Element	Type of function or activity to which the element applies.	Type of matters to be considered in rating work performance if the element is used.
15. Effectiveness in meeting and dealing with others.	Making personal contacts as a representative of the office or organization, especially with persons outside the unit, as in nurse, receptionist, social case worker, investigator, and trial attorney positions.	Manner in approaching, meeting and working, dealing and conferring with others. Self-control, tact, poise. Acceptance of employee by others. Personal appearance and hygiene. Accomplishing objectives of contacts. Creating confidence, respect. Avoiding conflict, coordinating viewpoints, quieting antagonisms.
16. Cooperativeness.	Assisting others in getting their work done for the good of the organization, usually when mutual assistance is necessary as when employees work together in groups.	Demonstrated willingness to lend a hand. Working for the group's results. Subordinating personal likes, dislikes or interests for the benefit of the organization--working unselfishly and generously. Team worker. Offering services. Obedience.
17. Initiative.	Having responsibility for knowing what needs to be done for the benefit of the program with authority or room for action to go ahead and do it. (Rarely found in low-grade positions.)	Proceeding, going ahead, taking the lead, doing things without being told. Assuming responsibility. Self-starting, unafraid to proceed alone--self-confident. Acting in emergencies.
18. Resourcefulness.	Having responsibility for solving problems, particularly new ones, where precedents or established methods are not adequate. (Rarely found in low-grade positions.)	Devising ways and means in solving problems or meeting situations. Applying imagination and ingenuity. Applying principles or methods to new uses. Making use of what is available. Having ideas--when one will not work, gets another--fertility of ideas.

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Efficiency Rating
Element

Type of function or activity
to which the element applies.

Type of matters to be con-
sidered in rating work
performance if the element
is used.

19. Dependability.

Doing work that is relied upon, carrying responsibility of trust, confidence, or discretion; or employed under circumstances where work will be seriously affected by the failure of an employee to follow his work schedule.

Assurance that assignments will be carried out--things will not be forgotten. Keeping appointments--being where supposed to be--readiness and availability to perform duties. Keeping promises. Knowing what information to give and when. Sobriety, devotion to duty, loyalty to organization, honesty.

20. Physical fitness
for the work

Doing work involving manual labor or physical alertness as in laborer, farmer, guard, janitor positions.

Having physical stamina and strength to do full day's work. Having physique appropriate to assignments, tools, machinery. Being able to lift, carry, pull, sweep, clean, stand guard. Receiving favored assignments due to physical condition. Reluctance or refusal to do a job because of physical condition. Tiring easily.

21. Effectiveness
in planning
broad programs.

Having administrative responsibility for establishing and managing an overall program and organization. In a staff capacity, having responsibility for formulating and recommending overall program and organizational structure. (Not applicable where the overall program and organizational structure are stable or where an established plan is being duplicated.)

Seeing the objectives and scope of the overall program. Determining and outlining the nature and size of organization necessary to attain the objectives of the program. Applying sound management principles in matters of organization structure, budgeting, personnel administration, decentralization of operations, delegation of authority, and other matters of program and organization planning. Considering the nature and size of organization and providing, accordingly, for balanced, integrated, and effective management.

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Efficiency Rating
Element

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Type of matters to be con-
sidered in rating work
performance if the element
is used.

22. Effectiveness
in adapting
the work pro-
gram to broader
or related
programs.

Having administrative re-
sponsibility for managing
a definite program and
organization and for ad-
justing and revising them
to keep in line with a more
general or related program
and organization under
changing conditions. In
a staff capacity, having
responsibility for formu-
lating and recommending
adjustments and revisions
in program and organiza-
tional structure.

Shaping the program to reach
the larger objectives and to
eliminate conflict or dupli-
cation. Coordinating one
program with another so the
combined effort accomplishes
more than the separate
efforts. Adaptability in
modifying the program or
organizational structure
to meet changing conditions
and then managing it in its
altered state. Grasping the
import of changing demands
and responding accordingly.
Making the organization an
integral part of the larger
organization. Ascertaining
and developing opportunities
for coordinating services
with related services.

23. Effectiveness
in devising
procedures.

Having administrative re-
sponsibility for estab-
lishing new methods,
analyzing existing
methods, and devising
improved methods for
carrying out the func-
tions of an organiza-
tional unit. In a
staff capacity, having
responsibility for an-
alyzing functions and re-
commending new and improv-
ed methods.

Analyzing functions and break-
ing them down into processes,
methods, flow of work, re-
quired forms, material,
equipment. Knowing how jobs
should be done and keeping
alert to new and improved
methods of doing work.
Preventing the creation of
bottlenecks. Preparing
procedures that take care of
problems that will be en-
countered with sufficient
flexibility to meet changing
conditions, yet keeping pro-
cedures as simple as possible.
Knowing what to include in
written procedures.

24. Effectiveness
in laying out
work and estab-
lishing stand-
ards of per-
formance for
subordinates.

Having supervisory re-
sponsibility for break-
ing down functions and
processes into work as-
signments, for directing
such assignments to
particular positions,

Apportioning work fairly and
impartially with due regard
to the capabilities of sub-
ordinates (without over-
loading) and the production
of the unit as a whole.
Making assignments according

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Efficiency Rating
Element

Type of function or activity
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Type of matters to be considered in rating work performance if the element is used.

and for determining the level and quality of production and operation to be required in every position, and of every employee, under his direct supervision. (This function is present in practically every supervisory position).

to a plan or policy. Issuing written instructions, when necessary, to avoid misunderstandings. Establishing and securing a general understanding of quality, quantity of work, manner of working, and other such matters, required in the various kinds and levels of positions as a guide for subordinates and as a measure of accomplishments.

25. Effectiveness in directing, reviewing, and checking the work of subordinates.

Having responsibility for the direct supervision of immediate subordinates (More than a secretary) for the purpose of getting work accomplished in accordance with required standards.

Giving clear direction. Maintaining control of work progress and quality. Keeping subordinates working at purposeful tasks consistent with the position grades. Maintaining smooth flow of work. Expediting work and personally refraining from becoming a bottleneck.

26. Effectiveness in instructing, training, and developing subordinates in the work.

Having direct supervisory responsibility for improving the work performance of immediate subordinates. In a staff capacity, giving instructions and training supplementing the activities of line supervisors.

Anticipating and recognizing need for training, devising training materials and methods, and making plans and arrangements for the actual giving of instruction. Analyzing abilities and improving them; helping subordinates to analyze their own abilities and assisting them in self-improvement. Helping, showing, coaching and following up with tact and patience. Giving group and individual instruction with the use of practical demonstration or other training aids. Developing understudies.

BASIC PRINCIPLE: IF IT ISN'T REQUIRED IN THE POSITION, IT SHOULD NOT BE USED.

Efficiency Rating Element	Type of function or activity to which the element applies.	Type of matters to be con- sidered in rating work performance if the element is used.
27. Effectiveness in promoting high working morale.	Having direct supervision over a number of immediate subordinates with respon- sibility for developing and maintaining interest in the work, confidence in the supervisor, loyalty to the organiza- tion and smooth working relations.	Knowing employee attitudes. Taking proper disciplinary action at proper time and place. Criticizing help- fully. Giving credit where due. Having no favorites. Setting a proper example by being fair, loyal, enthusiastic, and stimu- lating, and knowing what and how the subordinates are doing. Actively dis- pelling rumors. Ex- plaining objectives timely. Effectively representing management to subordinates, and subordinates to manage- ment. "Standing behind" and protecting subordinates. Settling grievances promptly. Displaying calm, cheerful, tolerant, and diplomatic attitudes. Being accessible to subor- dinate. Giving attention to working conditions and hazards to safety.
28. Effectiveness in determining space, personnel, and equipment needs.	Having administrative re- sponsibility to plan space, personnel, and equipment requirements of a program, organization, or operation for annual budgeting or immediate use. In a staff capacity, having respon- sibility for formulating and recommending such plans or making recommend- ations on annual or im- mediate plans of adminis- trative officials.	Being aware of program re- quirements for space, personnel, and equipment and knowing how to measure these needs. Keeping estimates for space, personnel, and equipment to a narrow mar- gin of error. Planning the use of secondary facilities and sources when the extent and dura- tion of the job to be done is limited or tempo- rary and does not justify increase in costs, personnel, or space. Re- appraising needs in the

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Type of matters to be con-
sidered in rating work
performance if the element
is used.

29. Effectiveness
in setting and
obtaining ad-
herence to time
limits and
deadlines.

Having administrative re-
sponsibility for deter-
mining when an assignment
or activity is to be
completed or having
supervisory responsi-
bility for securing the
completion by subordinates
of work, assignments, or
activities within a de-
finite time period or by
a definite date.

interest of economy when
conditions change or work
load decreases.

Knowing the value of
setting schedules. Set-
ting schedules that are
possible of being met,
that take into considera-
tion the nature of the
assignments or activity,
and that are related to
the urgency of the matters
for completion. Checking
on progress, helping by
personally setting the
pace if necessary, and
clearing out hindrances.
Looking for easier and
less time-consuming
methods. Maintaining a
steady pace of work which
if maintained will meet
the deadline or time
limit, rather than permit-
ting procrastination and
then requiring speed up.
Giving rush matters timely
attention.

30. Ability to
make decisions.

Having administrative
authority to make deci-
sions and establish courses
of action for others to
follow. (The accuracy of
decisions made is not
involved here.)

Being decisive. Making de-
cisions or establishing
courses of action in time
without procrastinating,
vacillating, or failing to
take a stand or reach a
conclusion at all.
Having courage to say
"yes" or "no" and saying
it with conviction so that
others can rely on it.
Taking a reasonable chance
on a course of action when
necessary rather than
waiting to be absolutely
sure of its infallibility
or remaining in a state
of suspended judgment.

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Efficiency Rating Element	Type of function or activity to which the element applies.	Type of matters to be con- sidered in rating work performance if the element is used.
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|---|--|---|
| 31. Effectiveness
in delegating
clearly defined
authority to
act. | Having administrative
authority to delegate
parts of own authority to
act to subordinates who
can then act for and in
the name of the superior. | Delegating authority to
act directly rather than
by implication. Delega-
ting definite authority
with limits clearly
defined. Delegating
authority without divorc-
ing himself of his respon-
sibility for proper
administration. Being
willing to delegate such
authority to act which
would free him to carry
out the more important
functions and respon-
sibilities. Delegating
responsibility with equal
authority. |
|---|--|---|